

California Department of Child Support Services



Restructuring California's Child Support Program First Year Status

January 2001

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INTRODUCTION

The Department of Child Support Services (DCSS) has just completed its first year of operation. During the first year, DCSS made significant progress toward implementing the numerous statutory requirements envisioned in reform legislation that mandated restructuring California's child support program. DCSS has also undertaken several major initiatives directed at program innovation and increased performance. Although in many ways, the Department's work has just begun, a foundation has been laid for moving the program into the future. This report highlights the major accomplishments and initiatives undertaken to restructure the child support program to successfully contribute to the well-being of children and the self-sufficiency of families.

BACKGROUND

In recent years, California's child support program came under increasing scrutiny and criticism from the Legislature, child support advocates, its customers and oversight agencies. All of these groups charged that the program, as previously structured, did not effectively collect support for California's children. The program was operated independently by 58 county district attorney offices without strong State leadership and it did not serve parents or children in a fair, uniform or consistent manner. All of these factors contributed to unacceptably low child support collections.

In 1999, Governor Davis signed groundbreaking child support reform legislation¹ establishing DCSS effective January 1, 2000 to address these problems. Specifically DCSS was charged with restructuring California's child support program and overseeing a State directed, locally delivered child support program that is administered uniformly across all 58 counties. In addition, the reform legislation established a partnership between DCSS, as project owner, and the Franchise Tax Board (FTB), as project agent, to procure, develop, implement and maintain a statewide automated system: the California Child Support Automation System (CCSAS) Project.

COLLABORATION

DCSS has adopted the guiding principles of *inclusion* and *collaboration* as the cornerstones for implementing the reform legislation and establishing structured processes for decision-making, priority setting, ongoing performance evaluation,

¹ Reform legislation included: AB 196 (Kuehl) Chapter 478, Statutes of 1999; AB 150 (Aroner) Chapter 479, Statutes of 1999; SB 542 (Burton/Shiff) Chapter 480, Statutes of 1999; AB 1111 (Aroner) Chapter 147, Statutes of 1999; and AB 472 (Aroner) Chapter 803, Statutes of 1999.

and continuous improvement of the program. These principles guide the approach to doing business within DCSS and with its external partners.

The DCSS Director has established a standard practice of using project teams and workgroups that represent the child support community at large to assist the Department in restructuring the program. Each workgroup is led by DCSS and comprised of representatives of the local child support agencies, advocacy groups, labor unions, courts, and, when appropriate, other state agencies. This approach has proven extremely valuable in the Department's ability to meet program mandates timely and effectively as it leads the program restructuring.

MAJOR EFFORTS COMPLETED OR UNDERWAY

Several major initiatives have been undertaken to accomplish the Department's reform work, many of which were completed in the first year and others are targeted for completion shortly. There are also major initiatives that have a three to five year timeframe due to their complexity and the need to implement change in a carefully planned manner to ensure continuously improvement to program performance is achieved without disruption to services. The overall goal is to manage change to the basic operation of the program, creating an atmosphere of service balanced with enforcement, and transforming the culture of the program across 58 counties.

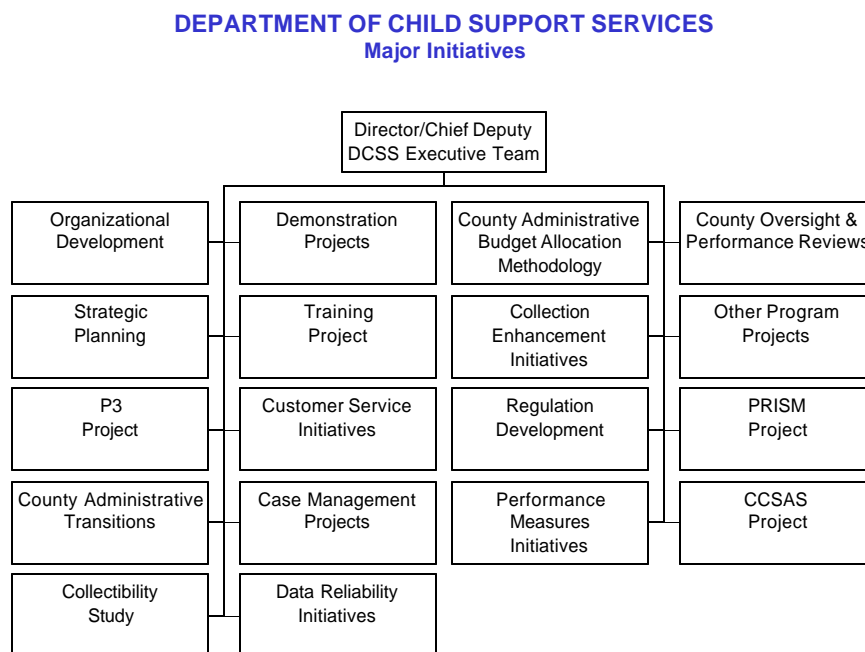


Figure 1 Major Efforts Completed or Underway

1. Organizational Development

A top priority of the Department in its first year has been to establish an organizational infrastructure and design that reflects the values of the child support services program and enables staff to excel in achieving its mission. The significance of the level of effort required to accomplish this seemingly simple task cannot be overlooked. The creation of an entirely new department was a major endeavor that was completed at the same time as initiation and management of major program reform efforts.

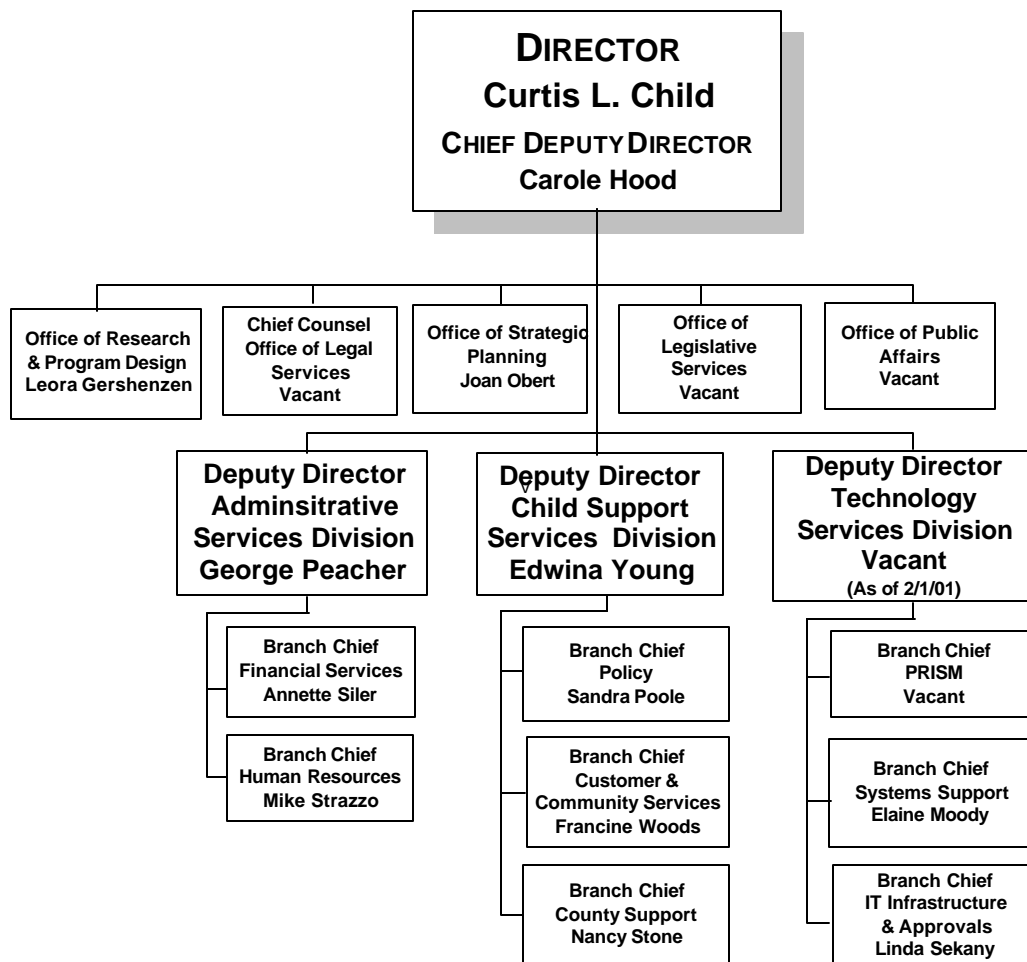


Figure 2 DCSS High-Level Organizational Chart

Organizational Design

Although the organizational structure for the Department has been defined and key positions filled, much work remains. Establishing a new Department requires clear goal setting in order for each organizational unit and staff to understand their role in contributing to the overall mission of the Department. It also requires defining the internal policies, processes, and procedures necessary for effectively running day-to-day operations. As operating experience is gained, work processes redefined, and performance expectations set, the organizational structure will be refined over time. DCSS is committed to ensuring the organizational structure reflects the strategic direction of the program while continuously improving operational effectiveness.

Organizational Development

The executive team reflects a gathering of some of the best talents from State service, local child support programs and the child support advocacy community consistent with DCSS guiding principles of inclusion and collaboration. (See Appendix A—Organizational Description & Executive Team Biographies.)

Efforts are well underway to fully staff the Department with 241.7 budgeted positions. In February 2000, DCSS had 81 filled positions with most of the staff transferred from the California Department of Social Services. By the end of December 2000, the Department had 150 filled positions, with over 30 additional positions in the process of being filled. This will bring the Department to approximately its current year salary savings rate of 21%. DCSS will continue its recruitment and hiring efforts and expects to begin the fiscal year 2001-02 fully staffed at its budgeted level.

Significant steps were necessary to complete the hiring process as quickly as possible. The Department underwent an intensive, accelerated examination, interview and selection process that resulted in filling a significant number of management and staff positions. This effort has allowed the Department to provide promotional opportunities for current child support staff and to bring in new staff interested in starting with a new Department on the ground floor. This has also allowed the Department to carry forward program knowledge and bring in new staff with new experiences and new skills. Strengthening the organization will continue to be one of the Department's areas of focus.

Office Relocation

In October 2000, DCSS moved its operations to a new location in Rancho Cordova in order to be co-located with the FTB CCSAS Project management and staff. This co-location of DCSS and FTB has already proven invaluable in facilitating communication and issue resolution processes throughout the statewide automation procurement effort. Shared network services are in place allowing the two departments to conduct business as a virtual organization.

Other Organizational Activities Underway

A variety of other organizational activities are also currently underway in support of the strong organization and leadership envisioned by the reform legislation. The most significant efforts are described briefly below.

Management Team Building

With the completion of the selection process for key management positions, DCSS is now ready to embark on building a strong, cohesive team that shares a common vision for the future of California's child support program. The DCSS Leadership Team is comprised of positions at the Branch Chief or higher level. The Leadership Team is undertaking a series of team-building activities focused at establishing clear lines of communication across the organization as well as an agreed upon set of values for how the department will be run. The team building sessions will be instrumental in establishing the culture of DCSS and the statewide child support program.

Policies and Procedures

As noted earlier, creating a new department from the bottom up is a daunting task. One of the most important activities currently underway is the definition and adoption into regulation of DCSS internal policies and procedures. These policies and procedures must be adopted for all State administrative processes, including financial, personnel, and asset management, technology standards, and a long list of other areas of operational focus. In some areas, such as telecommuting, teams of managers and staff are being formed to develop policy recommendations to the DCSS Leadership Team.

Management Tracking System

DCSS Technology Services Division staff developed and implemented a Management Tracking System (MTS) to provide automated tracking, assignment, and reporting capabilities for major correspondence and other documents coming into and going out of the department. MTS is a sophisticated, database-driven system that allows managers and staff to track documents and assignments by a set of pre-defined categories. Based on business rules, MTS provides automatic email notification when tasks are assigned as well as tickler messages to both the assignee and their manager as an assignment is coming due. MTS is being implemented throughout the department and has given DCSS a "quick start" for supporting a well-run department.

Financial Integrity Project

Another key area of importance is establishing sound controls for financial management. Since July 1, 2000 DCSS has been utilizing the forms, systems and procedures established by the Department of Social Services for financial

operations. This fact, coupled with the oversight and audit responsibilities contained in federal regulations, has resulted in the establishment of a special project to both assess and make improvements on current financial management processes. DCSS will contract for the appropriate professional expertise to inventory our current systems, methods, and processes, compare them to industry standards, and make recommendations for improvements/modifications where needed. DCSS will also seek recommendations on the development of a financial oversight plan, including monitoring, auditing, and other oversight methods, to ensure financial integrity of state and county accounting and financial reporting processes.

DCSS seeks to administer all financial aspects of the Title IV-D program with the highest degree of professionalism. It is the intent to ensure that all administrative funds, federal, state, and county as well as child support collections, are administered through accounting systems that meet generally accepted accounting principles, as well as federal reporting and distribution requirements. It is further the intent to ensure that funds are handled in an expeditious manner with all diligence given to the safe and secure handling and transmission of funds between all agencies involved.

Data Inventory and Reporting

The quantity and quality of child support program data available to DCSS is currently being determined. It is evident that a great deal of data has been historically and is currently being collected by the State from the counties. However, this data has not been cataloged, inventoried, consolidated, managed, or analyzed for potential uses beyond its current purpose for being collected. Some of the data received are used to report program performance and have a direct bearing on the amount of funding California receives from the federal government. The data is also used by the State to evaluate local agency performance. DCSS has begun a project to first inventory all the data collected, validate its reliability, and then design reporting capabilities that allow for data-driven decision-making by the Leadership Team. Other related areas of interest center on creating a profile for each local agency that consolidates all information the State has available for the local entity, including demographics, prior performance, etc.

Collections Data Refinement

Currently, child support collections are not accounted for by specific collection source to the level of granularity necessary to measure and project collection levels as accurately as DCSS desires. Refining the methodology for how collection information is gathered and reported will provide DCSS the ability to specifically identify the impact of program changes on child support collections. DCSS will be able to direct child support collection efforts in the most effective and efficient manner possible. By enhancing its understanding of how the collection

dollars flow from the various sources, DCSS will be able to provide improved projections over time.

2. Strategic Planning

The DCSS Director created an Office of Strategic Planning in April 2000 to facilitate and coordinate development of the strategic business, technology and operating plans for the department. In a startup organization, it was deemed particularly important to focus on strategic planning to bring clarity to the organization on its direction.

DCSS is committed to strategic planning as an ongoing process that contributes to the department's success while providing guidance for ongoing operational plans and resource allocation decisions. The DCSS executive team is committed to ensuring that the planning process focuses on building a program that is efficient, effective, and innovative in its program initiatives and application of technology. The goal is to make California's child support program the best in the nation.

Mission

The DCSS executive team established preliminary mission, values, and vision statements to guide the Department's early efforts. With the broader Leadership Team now in place, DCSS is about to embark on a much more inclusive, participatory strategic planning process. The following mission statement has guided DCSS through its first year of operation:

The mission of the California Child Support Program is to promote the well being of children and the self-sufficiency of families by delivering first-rate child support services and collection activities that contribute to meeting the financial, medical, and emotional needs of children.

Values

DCSS established core values to provide the framework for building California's statewide child support program as it strives for excellence through continuous improvement to ensure children's needs are met. The core values are:

Commitment to Children

We are dedicated to providing a child support program that puts the well-being of children above all else and is based on the belief that parental responsibility includes financial, medical and emotional support for their children.

Caring

We take pride in treating those we serve with kindness and compassion.

Fairness & Respect

We treat our customers and employees equitably and impartially, recognizing their differences with respect and understanding.

Customer Service

We are responsive to our customers. We conduct ourselves with integrity and act responsibly in providing accurate and timely services.

Cooperation

We work collaboratively with our customers, sister agencies and partners in an environment of trust and open communication to provide the best possible child support services.

Statewide Child Support Program Vision

The DCSS executive team developed a vision statement to assist child support employees in understanding the context for restructuring the program. The vision statement is intended to help set the strategic direction for the statewide program and assist the child support community at large in understanding how the program will be transformed over time.

Program Vision Statement

The DCSS executive team is dedicated to making California's child support program the most innovative and highest performing program in the nation. DCSS is committed to ensuring that California's children are given every advantage in obtaining their financial, medical and emotional support rights in a fair and consistent manner throughout the State. DCSS is committed to providing services to both parents and children that treats them with dignity and respect. DCSS is also committed to providing the highest quality services and collection activities in the most efficient and effective manner possible. DCSS is committed to developing the statewide program collaboratively with the child support program's employees, customers and other stakeholders.

3. Policies, Procedures & Practices (P3) Project

The Policies, Procedures & Practices (P3) Project was initiated by the Director to make recommendations to DCSS on implementing uniform policies and procedures in several statutorily required areas. The mission of the P3 Project

was to recommend regulations, policies, procedures and practices that will help create the best possible child support program in California. The best possible child support program will provide consistent, accurate, reliable, and effective child support services that meet the diverse needs of all program customers.

The P3 Project focused on the legislative mandates requiring DCSS to:

- Develop uniform child support forms and procedures
- Establish a caseworker to caseload staffing ratio
- Establish an attorney to caseworker ratio
- Adopt a case closure policy
- Identify best business and management practices
- Establish a uniform child support order enforcement process
- Establish a uniform approach to case processing
- Adopt statewide performance measures
- Recommend State hearing process guidelines
- Conduct uniform, statewide training.

In addition, the DCSS Director added development of customer service policies and recommendations for statewide standards as another high priority area of study to the P3 Project scope.

The recommendations had to take into consideration multiple automated systems, be incorporated into the design of the statewide automated system currently under procurement, be cost-effective and respect the economic and demographic diversity of the child support caseload in California. The legislation set out very clear timeframes for development of these policies, procedures and practices. To meet the mandated regulation deadline, the P3 Project had to be completed by early December 2000.

P3 Project Process

The challenge of the P3 Project was to design a collaborative process that would work intensely for a short period of time to develop policy and procedure recommendations on a variety of topics. The project was guided by a Steering Committee, included over 130 participants in eleven workgroups, and finished with input from the public and other involved groups through six public forums. The areas of study were divided into six categories: customer service, case management, staffing, training, performance measures and management practices. The customer service area was subdivided into three separate workgroups: fair hearings, customer access and child support services forms. The case management area was subdivided into: case processing, enforcement uniformity and case closure. Two staffing workgroups, attorneys and caseworkers, worked both separately and collaboratively to perform research and comparative analysis activities in their development of statewide staffing ratio recommendations.

P3 Project Recommendations

The P3 Workgroups delivered over 300 recommendations for the consideration of the Director in adopting regulations for the statewide program. The recommendations can be broadly categorized into three groups: recommendations for DCSS; recommendations for local agencies; and legislative recommendations. DCSS has taken these recommendations and incorporated them, where appropriate, into the new Department initiatives as described later in this document. Other recommendations have been deferred while additional research, cost benefit analysis, and more specific recommendations can be developed. DCSS is in the process of developing a mapping guide to show the disposition of each recommendation.

P3 Project recommendations have been integrated into several of the major program initiatives described in this document. In particular, the Training Project, Case Management Initiatives, Customer Service Initiatives, and County Administrative Budget Allocation Methodology have incorporated P3 recommendations into their project scope and activities. P3 recommendations have also been integrated in the CCSAS Project business analysis sessions to ensure the appropriate business requirements are defined for the Solicitation for Conceptual Proposal.

4. County Administrative Transitions

A mandate of the reform legislation was to transfer responsibility for program administration from the County District Attorney Office to a new local child support agency. Further, the transfer of all county child support offices is to be completed by December 2002, with 50% or more of the caseload required to be transferred by December 31, 2001. In an effort to ensure timely and efficient transition of local child support programs, DCSS implemented the legislative option to transition some counties early. Eleven “pioneer” counties were selected to be transitioned before December 2000², including Nevada and Sierra counties who chose to consolidate their child support services program. Transition of the 11 pioneer counties resulted in almost \$1 million in ongoing savings to the program.

Phase 2 county transition efforts are well underway. DCSS held a Phase 2 County Transition kickoff meeting in December 2000 with local IV-D Directors, County Administrator Officers, District Attorneys, and other county representatives. The purpose of this meeting was to share “lessons learned” from the pioneer counties and ensure transition planning documents were understood by all. Well over one-half of the total California child support caseload will be transitioned by December 2001 and the remaining caseload transitioned by December 2002. DCSS will

² Alpine, Colusa, Contra Costa, Nevada, Placer, Riverside, San Francisco, Santa Barbara, Santa Cruz, Sierra, and Yuba counties.

continue efforts to seamlessly transition programs without disruption to program services. (See Appendix B—County Administrative Transition Schedule.)

Based on lessons learned, DCSS is looking more closely at opportunities to consolidate some counties to improve customer services via a more administratively efficient and cost effective way to do business. The Nevada-Sierra Regional Office approach has been shared with local IV-D Directors and DCSS is directing further analysis and discussion with counties to define the criteria and guidelines for when consolidation may be appropriate.

5. Collectibility Study

SB 542 (Chapter 480, Statutes of 1999) mandated DCSS to analyze the current amount of uncollected child support arrearages statewide and determine the amount that is realistically collectible. DCSS, along with the Rosenberg Foundation, contracted with The Urban Institute to conduct a collectibility study. Additionally, DCSS asked The Urban Institute to assess the relationship of county socio-economic factors, such as unemployment rate, to local child support program performance to aid the Department in establishing fair performance standards.

Initial Report—Performance Measures Study

The first deliverable of the Collectibility Study, *Child Support Performance Measures and County Characteristics: How Related Are They?* was presented to a wide variety of interested parties and program stakeholders in November 2000. Data were collected on 10 child support performance measures and 20 socio-economic characteristics for the 58 California counties. Nine of the 10 performance measures are included in the reform legislation mandates. Five of the performance standards were adopted from federally mandated performance standards. The county socio-economic characteristics were collected to describe a range of demographic, social, and economic conditions of the counties. This part of the study was exploratory in nature and employed correlation analysis to provide insight into the relationship between variables.

In general, the study found that child support performance is not wholly associated with county characteristics. There is no strong evidence that counties with socially and economically disadvantaged populations perform significantly lower on most of the child support performance measures. The state performance measure of average collections per case, however, is moderately correlated with some of the county characteristics and consequently, county characteristics may need to be considered when examining this measure.

This initial report concludes that, in general, the substantial variation in California child support performance among the counties is not driven by county characteristics. Instead it reflects, at least in part, differences in county child support management and program operations. (See Appendix C—Performance Measures Study Summary Charts.)

Preliminary Findings—Collectibility of Arrearages

The primary focus of the Collectibility Study is to identify the characteristics of the child support arrearages: who owes them, and what is their ability to pay. The results will be used to assist DCSS in establishing appropriate county performance standards and collection goals. Preliminary results indicate that California's \$14.4 billion child support debt is held by over 800,000 obligors. Administrative data, including employment or tax records, was located on 72% of the obligors. The median debt held is just under \$10,000. (See Appendix D—Preliminary Arrearages Findings.)

Additional Study Findings

The Collectibility Study will result in additional findings as follows:

Interim Report on Arrears

This product will provide an estimate of how much of the \$14 billion in California child support arrears are realistically collectible. This report will describe California's child support arrears using a variety of state and federal data sources. This report is due March 15, 2001.

Validation of Preliminary Data Findings

This task is to check estimates of debt collectibility findings to-date using data from the counties to validate assumptions. The deliverable for this task will be a report that provides a preliminary report of findings to date. This deliverable is due May 30, 2001

Final Report on Arrears—Obligors' Ability to Pay Child Support

The final report for this project will provide an analysis of all obligors' ability to pay child support and will be used to inform California's collection performance standards development. This deliverable is due June 30, 2001.

The Collectibility Study final results will be used as the basis for a mandated legislative report on the potential for collecting the \$14 billion child support arrearages owed in California.

6. Demonstration Projects

Demonstration projects are a cost-effective way to meet the challenge of rapidly responding to program changes by testing new concepts and partnerships, evaluating pilot project success, and sharing best practices through publication of results. DCSS is committed to continually seeking new opportunities to develop and fund innovative projects to test improvements to California's child support program. DCSS is currently redesigning its approach to demonstration projects to better serve the goals of the restructured child support program. DCSS will use demonstration projects to provide the state and counties a vehicle for testing innovative social policy concepts and establishing strong bonds within the community.

Non-Custodial Parents Projects

To assist non-custodial parents (NCPs) in meeting their child support obligations, the NCP Demonstration Project, initiated in 1998, is a collaboration of local child support agencies, county welfare departments, the Employment Development Department, Job Training Partnership Act Agencies and a variety of community-based organizations. The NCP Demonstration Project offers parents employment and training services, mediation, parenting classes, and other supportive services. The project seeks to increase employment and earnings of unemployed NCP's to a level at which they can support themselves and their children, reduces the need for welfare benefits for the children of NCP's and increases their ability to pay child support. This project is scheduled to sunset June 30, 2001 and will be replaced by the Fathers, Families and Communities Initiative described later in this section.

Fathers, Families and Communities Initiatives

DCSS believes that there are different reasons for the non-payment of child support and, consequently, there should be different collection strategies developed based on the circumstances of the case. Swift and effective enforcement actions are necessary for active evaders, who are able but unwilling to support their children. However, these techniques are not only ineffective, but also counterproductive, when used on parents with little income and few life skills. The Fathers, Families and Communities Initiative, sponsored by the DCSS Director, will work toward directing low-income fathers who have few skills and/or substance abuse, mental health or other barriers into community driven services. Developing the Fathers, Families and Communities Initiative as a collaborative effort with other State departments that provide social services will enable DCSS to direct parents into services that will enable them to support their children financially, medically, and emotionally in the future.

The restructured child support program must also focus on family self-sufficiency and helping to connect children with their parents for both financial and emotional support. Local child support agencies will serve as the point of entry for integrated service delivery to help these men support their families. This initiative will create

up to seven demonstration sites across the State to test new ways to assist non-custodial parents in supporting their children.

Hispanic Outreach Project

In September 2000, DCSS received a \$50,000 federal Office of Child Support Enforcement (OCSE) outreach grant to assist in improving child support services in some of Los Angeles County's Hispanic communities. California is the most culturally diverse state in the nation and DCSS is committed to breaking through cultural and linguistic barriers to let all communities know that financial responsibility is a vital part of the parent-child relationship.

The federal grant was made available to improve child support collections and to design and test new models for outreach to the traditionally under-served populations. In 1990, California's Hispanic population was 26 percent. By 1998, the Hispanic population had grown to 30% in California compared to 12 percent nationally. DCSS will use the \$50,000 grant to test a planned, culturally and linguistically "aware" program of intervention, customer service, and outreach within a large urban Hispanic community in the County of Los Angeles. The \$50,000 grant will supplement California's \$125,000 Hispanic Outreach Demonstration Project.

Child Support Assurance Project

In 1997, the Legislature authorized a three-year Child Support Assurance Demonstration Project (CSA). As directed in the reform legislation, this project is being transferred from the Department of Social Services to DCSS. The CSA Project seeks to serve working parents, otherwise eligible for public assistance, by providing an assured child support payment each month in lieu of public assistance. The State-funded program is being developed in San Francisco, with an opportunity to include two other counties.

7. Training Project

A State-directed, uniform, carefully planned and executed training program is an essential element in ensuring the success of California's restructured child support program. DCSS is responsible for redesigning the child support program toward uniformity and in this regard must not only provide the vision for what the program should be, but also must successfully implement the vision. Family Code Section 17306(b)(8) requires DCSS to develop uniform training protocols, require periodic training of all child support staff, and conduct training as appropriate. A professional, comprehensive, and uniform training program for both DCSS and local child support agencies is an essential element in achieving the overall child support program vision.

In November 2000, DCSS published a *Training Program Concept Paper* as a starting point in restructuring the child support training program statewide. As detailed in the concept paper, DCSS adopted almost the entire set of recommendations developed by the P3 Project Training Workgroup. As recommended, DCSS established a Training Workgroup to begin the analysis and planning necessary to implement the P3 workgroup recommendations. DCSS has also established a California Training Advisory Group to provide direction and guidance to the project and to the Department over the longer term. The California Training Advisory Group will interface with the National Training Advisory Group sponsored by OCSE.

DCSS is participating with OCSE to develop child support training inventory and assessment models. The effort is funded by OCSE. Policy Studies, Inc. is the contractor responsible for product deliverables. The Training Project will develop a Web-based inventory tool that can be used statewide to collect and maintain an online library of existing training resources, such as trainers, materials, facilities, and other resources available statewide. The Training Project Team is also developing an assessment tool for evaluating existing training delivery programs at the state and local levels.

The Training Project Team will also develop a needs assessment instrument and conduct statewide surveys, to identify current and future training needs for the child support program within the State. The survey results will be analyzed and written recommendations made to DCSS that clearly identify the state's training strengths and weaknesses. Recommendations will also identify the types of training needed to enhance program improvement and outcomes. The project team will propose alternative organizational structures to implement a statewide training program (e.g., centralized versus decentralized training), recommend alternative staffing options such as in-house training staff versus contracted training, and provide recommendations on various distance learning options, including potential costs for implementing distance learning statewide.

The models developed as part of the Training Project will be made available to other states by OCSE as models for consideration in their own child support training programs. The Training Project will be completed by the end of September 2001. DCSS will continue to refine the statewide child support curriculum and begin to implement training standards over the next several years.

8. Customer Service Initiatives

The California child support program has historically not been noted for providing strong, quality customer service. DCSS has made it a priority to improve how the program serves its customers, including both custodial and non-custodial parents,

and stakeholders. This includes employers, financial institutions and others who are required to interface with the program on a daily basis.

In September 2000, DCSS conducted a Customer Service Summit to bring together experts from other states, counties, advocates, stakeholders and customer services experts to develop the program's long-term customer service direction. The objective of the summit was to provide a framework, based on the prior knowledge and experience of others, both inside and outside the child support community, for DCSS to use in defining the most effective customer service tools and techniques for California's restructured child support program.

DCSS used the information obtained at the Summit and other research of best practices for delivering quality customer service to launch a major customer service initiative in November 2000. The initiative funded 141 ombudsperson positions in local child support agencies statewide to resolve complaints timely and improve overall customer service. Additionally, the initiative directed approximately \$15 million to be used by local child support agencies to conduct customer service activities such as public education and outreach, improved program access and customer participation, working with the courts and training.

DCSS is conducting a statewide customer survey to establish baseline information on customer satisfaction with the child support program, across the State and in each county. Both custodial and non-custodial parents will be surveyed. The information will be used to develop customer service standards for local child support agencies and assess improvement over time. The survey instrument is being developed with the assistance of an experienced vendor who will also conduct the survey uniformly across the State. A workgroup consisting of experts from the local agencies, advocates, and the courts has been established to oversee and guide the effort.

9. Case Management Initiatives

The Case Management Initiatives focus on standard statewide procedures to be implemented uniformly by all local child support agencies. The goal is to increase statewide uniformity in the management of child support cases, starting with the initial interview, through location of the non-custodial parent, establishment and enforcement of the court order, and finally case closure. DCSS believes in the importance of education and information provided to both parents so that the local agencies, working with the courts, can establish appropriate child support orders. Once established, orders should be enforced consistently across the State, up to and including criminal or civil contempt judicial action for the most egregious cases. Finally, qualifying cases should be closed when appropriate but only after all efforts have been made to locate the non-custodial parent. To accomplish these objectives, the following special efforts are currently underway.

Pre-statewide Uniformity

Specific case management initiatives include several key areas that have been identified through the P3 Project, CCSAS business analysis, and other means as high priority focus areas for achieving uniformity. Setting statewide standards for the establishment of orders, including the use of income history, default judgments based on insufficient income information, uniform paternity establishment policies, arrears payback formulas, hardship deductions, monthly arrears payments and use of the low-income adjustment is the focus of ongoing issue resolution and policy decisions. As each of these areas is addressed, DCSS must consider the automation implications in its decision-making process to determine what uniformity standards can be accomplished prior to implementation of the statewide automated system.

Passport Denial Policy

Establishing uniform guidelines for the release of passports to obligor's owing child support arrears is another priority policy area for DCSS. Federal law requires that obligor's owing \$5,000 or more in child support arrearages be denied a passport. The federal procedures were implemented inconsistently among California's counties. DCSS is developing a policy that will require adherence to a single, statewide policy and implement guidelines for any waivers of passport denial rules.

Case Closure

As recommended by the P3 Project Workgroup, establishing uniform case closure policies and procedures is a key part of the case management initiative. Adopting the federal case closure guidelines, with the requirement that local agencies have access to and use specific locate tools before a case is eligible for closure, is important not only for uniformity in process but as a significant factor in how California's performance is measured by the OCSE. By establishing federally compliant case closure procedures, California can appropriately adjust its active caseload to more accurately reflect the State's performance on federal measures that are tied to federal incentive payments to the State. At the same time, California will establish a non-custodial parent locate program for cases that have sufficient information to conduct automated locate activities. Under the federal guidelines, these cases qualify for closure because a non-custodial parent has not been located for three years. California will continue to run automated locate services even after cases are formally closed in an effort to ensure families receive the child support to which they are entitled.

Default Orders

Seventy percent of child support orders in California's child support program are established by default, that is, the non-custodial parent fails to participate in the setting of the order. If no income information is available at the time the order is set, it is set at the Minimum Basic Standard of Adequate Care, which is \$402 per month for one child, \$658 for two. While there is a simplified set aside process for orders established this way, it has not been used. Thus, a majority of the state's orders may have no reflection on the ability of the obligor to support his or her

children. This has led to an escalating amount of child support arrearages and has pushed down California performance on a key federal and state performance measure – collection of current support. Additionally, there is anecdotal evidence that orders are easier to enforce when the non-custodial parent participates in the process. DCSS has established a workgroup, comprised of state and county child support personnel, representatives from the courts and child support advocates, to review the default process and recommend uniform statewide improvements. The workgroup will review the process from the initial notice to the non-custodial parent, service of process, the amount of the order, and the set aside process. DCSS will use these recommendations to help develop a uniform statewide policy that helps ensure accurate and enforceable orders.

Duplicate Cases

Another area of focus for case management is inter-county case transfers and the “clean up” of duplicate cases existing in the caseload today. How these cases are created, identified and managed is contributing to duplication of efforts and poor customer service in the program. DCSS is in the process of identifying duplicate cases, i.e., more than one county with an open case for the same custodial parent, non-custodial parent, and child. These cases must be identified, case ownership determined, and the duplicate cases closed. This is a critically important task that must be completed prior to data conversion efforts that will be undertaken as the statewide system is implemented.

10. County Oversight and Performance Reviews

As DCSS restructures the policies, procedures and practices of the child support program to achieve uniformity, it is also necessary to redesign its oversight processes. DCSS is directing a more disciplined and responsive management approach at both the state and local levels. The mechanism for ensuring compliance with these new management practices will be addressed through county performance reviews and other oversight processes. DCSS is currently redefining the performance review process to include an assessment of new State initiatives, such as customer service and budget allocation methodology efforts, as well as integrating the new performance measures into the evaluation process.

Additionally, DCSS is developing oversight processes to ensure directives from the State are being carried out in compliance with program regulations and practices. Various audit functions will be performed to ensure data definitions and process rules are being followed and that performance standards are being measured accurately and timely. The DCSS County Support Branch Chief is leading an effort to redesign existing oversight processes to ensure they address the restructured program’s goals and objectives.

Regional Administrators will provide guidance and policy direction to local agencies within their jurisdictions to ensure compliance and that counties are appropriately utilizing and have the resources necessary to be successful in meeting DCSS program requirements. Regional Administrators will periodically visit each county and will be available to assist the local child support agency management and staff on an “as needed” basis.

11. Data Reliability Initiative

The importance of accurate, current, and reliable data is critical to the California child support program. Data collected and reported by counties to the State are then consolidated and reported to OCSE. These reports are used by OCSE to determine the amount of federal funding the California child support program is entitled to receive. In addition, OCSE performs annual Data Reliability Audits and if a state does not pass the audit with at least a 90% reliability rating, any federal incentives share is eliminated and a corrective compliance plan must be put in place immediately. These data are also used to evaluate county performance and identify potential areas of program improvement. DCSS has determined that a significant amount of effort in the area of establishing data integrity is critical.

DCSS relies on data provided by 58 counties to comply with State and federal reporting requirements. Data submitted to DCSS are computer-based and processed by each individual county. The data may come from a personal computer or mainframe and may range from a few hundred records to over two million records. California’s ability to secure its share of the federal incentives funding, potentially millions of dollars, is at risk if we cannot provide accurate, reliable and timely performance data statewide.

The Office of Research and Program Design serves as the data “clearing house” for all data to ensure data reliability and consistency from counties to the State and from the State to the federal government. The office is DCSS’ focal point for all data requirements to insure compliance with applicable laws and regulations, to develop internal and external performance measures, to assist in financial management and to disseminate data publications to stakeholders and interested parties. The office is developing audit protocols and procedures to maintain data integrity and consistency from original input to final dissemination.

A conceptual framework of standards and requirements, addressing standards for assessing internal controls (both within DCSS and each county) and compliance with applicable laws and regulations to ensure that computer-based data are consistent, reliable, complete, timely and accurate has been developed. This framework determines how data will be used and how the data will affect DCSS’ performance indicators and overall objectives. It will also assess system controls that reduce risk and test the data for reliability.

Counties have been provided with uniform data element definitions and detailed instructions for each reporting form. Additionally, DCSS has developed a data element edit checklist for all federal and state reporting formats to address standards for assessing internal controls (both within DCSS and each county) and compliance with applicable statutes and regulations.

The goals of the data reliability initiative include ensuring data received and distributed are complete and accurate, consistent between counties and over time, have adequate audit trails, relate to the reporting requirement objectives, meet reliability standards, and that adequate system controls, including on-site audits, are in place to reduce risk. These efforts will strengthen the State's ability to improve program performance, more accurately project future funding levels, and to potentially share in a greater portion of federal incentive payments.

12. County Administrative Budget Allocation Methodology

DCSS is responsible for establishing a fair and equitable budget allocation methodology. Reform legislation prominently recognized that the State has a fiscal interest in ensuring that county child support programs perform efficiently. In fact, DCSS is directly charged with reducing the cost of, and increasing the speed and efficiency of child support enforcement operations. Fundamental to the operation of an effective and efficient child support program is the fair, equitable and rational allocation of resources.

At a December 2000 Child Support Directors Association meeting, DCSS presented a budget allocation methodology concept paper³ for review and discussion. The development of a DCSS methodology and process to allocate administrative funds to local child support agencies is a critically important aspect of strong State leadership and oversight of California's child support program. In many ways, how funds are allocated to local child support agencies to get the job done is fundamental to successful implementation of the program vision captured in last years' reform legislation. Precision and expertise in the allocation of local child support agency administrative funding is central to the State's ability to assess relative and overall program performance, a central theme of the authorizing statute.

DCSS asked the Child Support Directors Association (CSDA) for representatives to serve on a DCSS-led workgroup to develop a new budget allocation method to be used to distribute funding for local child support agencies beginning in Fiscal Year (FY) 2001/02. The goal of the effort is to develop a fair and equitable budget allocation approach that distributes the resources necessary for each local child support agency to meet expected performance standards. It is recognized that the

³ Budget Allocation Methodology & Budget Planning, Monitoring And Oversight For Local Child Support Agencies Concept Paper

resulting budget allocation approach will need to be implemented in a manner that is both thoughtful and non-disruptive to current program operations. It is anticipated that implementation will occur over time, likely the next five years, and become more sophisticated as program reform efforts evolve.

DCSS has established several goals to be achieved in the design of a method and process for allocation of child support program administrative funding. The goals are:

- Maximize the use of available resources to achieve the goals of the statewide child support program as a whole.
- Ensure that local child support agencies have the resources necessary to operate efficient and effective child support programs.
- Allocate resources to local child support agencies in a manner that enables and encourages the efficient delivery of quality service to the public and recognizes the relative needs of the local agency based on performance.
- Establish a predictable method for allocation of resources that is based on the efficient and effective operation of local child support programs.
- Establish an agreed upon allocation method supported by the Legislature, State control agencies, counties and other stakeholders that benefit the program as a whole.

DCSS is committed to establishing a budget allocation methodology that will fairly and equitably distribute resources to local child support agencies. The methods need to be based on requirements and expectations that are understood in advance by all to permit local agencies the ability to plan and manage local programs efficiently and effectively.

13. Collection Enhancement Initiatives

DCSS has undertaken several program and automation initiatives directed at enhancing California child support collections. Each of these efforts is being led by DCSS as an individual project but they share the common goal of increasing the financial support children receive.

Collection Methodology Project

The Collection Methodology Project is related to the capturing of more detailed data to allow improved modeling and prediction of estimated collections, as well as improvements in the forms and instructions used by counties for monthly reporting. In addition, procedures used to develop quarterly reports to the federal

government are being examined to ensure that all information is compiled correctly and reported accurately.

Collection Database

DCSS is revamping the way it collects, stores, and utilizes collection information reported monthly by counties. Up to this point, all collections by county were summed and carried forward into statewide summaries. This process did not allow for DCSS to examine trends by any particular type of collection, for example intercepts or wage assignments, or to readily track collections on an individual county basis against expectations. DCSS has completed a project to enhance the database that stores this information, providing the ability to have enhanced modeling capability for individual county collections, by type of collection, from 1998 forward.

Interim Federal Case Registry

The Interim Federal Case Registry (FCR) can significantly enhance the ability of California and other states to locate parents and their assets by providing standardized case and member data to the FCR prior to the availability of the single, statewide system. Test submissions of the State's county data to the FCR, and the resulting availability of federal proactive matching information, have proven to be effective in locating obligors and their assets. This project will also encourage counties to participate in statewide data cleansing and resolution of duplicate cases since duplicate cases are rejected by the FCR.

Each state has a new hire registry that must also report new employment to the FCR on a daily basis. When the new hire information comes into the FCR it is matched on all the cases in which the employee is involved and the information is sent on a daily basis to the states involved. This permits an assignment of wages to be issued within days of the individual obtaining employment. The FCR also includes the Multi-State Financial Institution Data Match (MSFIDM) that makes nationwide financial asset information available to the counties for collection of support obligations.

The Interim FCR will provide California the ability to realize the benefits of its rich data matching functionality and the resulting increased revenues generated. The single, statewide system will interface directly with the FCR when it is implemented.

California's counties will migrate child support case information to a State Case Registry (SCR) for identification of all the State's child support cases and members. This effort will also enable the permanent assignment of unique case and member identification methods statewide. When populated, the SCR will provide essential data to support the interfaces to the Federal Case Registry (FCR) and other external agencies.

Critical to SCR data population will be the identification and resolution of duplicate cases, orders and members within and across California counties. Historically, this has been a major stumbling block to development of a reliable statewide case listing. The identification and cleanup of these duplicate cases must occur before the SCR/FCR data can be populated.

Undistributed Collections

On a national level, the reported amount of undistributed collections for the child support program has risen significantly over the past few years, drawing the attention of state and federal government child support offices across the nation. California, like many states, has begun an initiative to collect information on how undistributed collections information is being collected and tracked and some assessment of the reliability of the amounts now reported. County program undistributed collections amounts differ significantly from statewide figures reported. DCSS has begun a priority initiative to work with local agencies to determine the actual amount of California undistributed collections and ensure data are defined, captured, and reported consistently across all 58 counties. Data mapping tools are also being used to ensure that calculated data are being processed accurately. The DCSS Office of Research and Program Design has begun working with counties on the undistributed collections initiative. A two-step process will be used:

First, DCSS will establish an accurate baseline figure for undistributed collections amount for each local child support agency. The undistributed collection figure will be determined, county-by-county, and collection sources will be distinctly identified to separate out collections that are owed to custodial or non-custodial families from other collections, such as Internal Revenue Service holds and welfare collections. Further analysis will be performed to breakdown the figure owed to families to determine why it is being held, for example, problems locating parents, contested payments, etc.

Second, DCSS will develop and implement procedures to ensure all local agencies accurately report undistributed collection balances uniformly statewide. Next, the Department will direct county efforts to reduce or eliminate undistributed collection balances owed to families. This step may involve use of specially designated staff or require new, time-limited budget allocations to reduce undistributed collection balances.

Child Support Lien Network

In 1999 under a federal grant, the State of Rhode Island, working with a vendor, implemented the Child Support Lien Network as an intercept for personal injury and workers compensation claims. The Child Support Lien Network has now offered other states the opportunity to join the project. Currently, there are seven states that are participating in the network: Rhode Island, Maine, South Dakota, New Hampshire, Alaska, Vermont, and Connecticut. The Rhode Island Project, which DCSS renamed the California Insurance Intercept Project (CIIP), would

allow the State of California to implement another state level enforcement tool to assist DCSS with meeting its collection responsibilities. CIIP is consistent with DCSS' other child support enforcement programs and gives the department an opportunity to collect additional funds for past due child support obligations. This system enables insurance agents to determine if potential insurance settlement recipients owe child support arrearages. If they do, the insurance company sends the funds, minus any associated attorney fees and medical bills, to the child support agency. Excluded from the matching process are payments under an annuity contract, life insurance dividend payments, and periodic disability insurance payments.

Currently, DCSS is in the process of conducting an analysis of alternatives to determine the best method and the cost and benefits of implementing an insurance intercept program for California.

14. Regulation Development

DCSS is required to implement new child support program regulations effective July 1, 2001. As permitted by the Legislature, the regulations will be filed as emergency regulations. Public hearings are required after the emergency regulations are filed and become effective. This is a monumental task that requires review and assessment of existing program policies and identifying which practices must be changed to meet the vision of the restructured program. Additionally, new policy issues are being raised through a variety of sources, including day-to-day operations, CCSAS Project analysis, and federal program changes. Resolving these issues timely is critical to both the regulation development process and ensuring that other related activities are not delayed pending decision-making by DCSS in conjunction with the program stakeholders.

DCSS has implemented a formal issue resolution and management process and weekly policy decision meetings are conducted. The issue resolution process is managed by the Policy Branch Chief who is responsible for ensuring issues are resolved timely and with the appropriate level of research and analysis. Establishing this process was a top priority due to the high number of issues to be resolved quickly and the knowledge that issue management is a critical success factor to both the program and automation initiatives.

DCSS has developed a formal regulation development process that includes incorporation of policy-decisions. In addition to DCSS executive team, the regulation development process provides for review and feedback of the proposed packages by local agencies, OCSE and other program stakeholders prior to the public hearing process. As with all DCSS initiatives, the regulations development process will be accomplished through the inclusion and collaboration of the child support community at large.

The regulations development effort is a huge undertaking. Approximately 19 regulation packages have been identified that address over 25 general subject areas. The P3 Project generated over 300 recommendations, many of which DCSS has approved and will be adopted in regulations.

The regulation development process has also been designed to collaborate with the child support community in assuring regulations proposed are “do-able” and make sense in the restructured program environment. This effort is also being led by the DCSS Policy Branch Chief who is responsible for prioritizing, managing, communicating, and assuring the adoption of the new statewide regulations by the July 1, 2001 deadline for filing regulations.

15. Performance Measures

Family Code Section 17602 required DCSS to adopt performance standards effective January 1, 2001. After consultation with local child support agencies and child support advocates, the performance standards outlined in Family Code Section 17602 (a) were adopted as the state performance measures in December 2000. In addition, the federal performance measures outlined in Section 458 (A) of the Social Security Act were also adopted. This action essentially adopts the recommendations of the P3 Performance Measures Workgroup. The P3 workgroup also suggested that performance measures be adopted in the future in the areas of medical support and customer service. DCSS is currently working on developing these additional measures for future implementation.

In addition, DCSS has developed standard data element definitions and requirements that all local agencies will be required to use by the July 2001 implementation date. DCSS will use the initial performance measure data for establishing a baseline for each county's performance. At this point, neither incentives nor penalties will be tied to these performance standards. As required by Family Code Section 17602(e), the Director will submit quarterly reports to the Legislature, the Governor and the public on progress of all local child support agencies in each performance measure.

After a baseline of performance has been established, standards will be set for counties to meet. Standard data definitions and reporting requirements have been published and automated systems are being modified to ensure data are captured and reported consistently across all counties. (See Appendix F—Performance Measures Adopted by DCSS.)

16. Pre-Statewide Interim Systems Management (PRISM) Project

The Pre-Statewide Interim Systems Management (PRISM) project is responsible for ensuring existing county automation continues to support the activities of the child support program until the new single statewide system is available. Major PRISM Project activities include converting counties to one of the six federally approved consortia systems, providing interfaces to the Federal Case Registry during the interim period, and providing oversight of county automation efforts, including disaster recovery plans, review and approval of automation changes and other operational considerations.

The PRISM project scope is to convert county automated systems from 58 disparate legacy systems to one of six federally approved consortia systems. To date, 49 of the 58 counties have been successfully converted without negatively impacting program operations. The remaining counties are scheduled to be converted by early 2002. The chart below depicts the consortia systems that will provide automated support until the statewide system is implemented:

SYSTEM	LEAD COUNTY	# OF COUNTIES	% OF CASELOAD
ARS	Los Angeles	3	41
BEST	Alameda	3	8
CASES	San Francisco	34	21
CHASER	Marin	4	1
KIDZ	Kern	10	11
STAR/KIDS	Riverside	4	18

DCSS has created a PRISM Advisory Group (PAG) to serve as a communication and information sharing workgroup where technical decisions can be discussed and direction decided. PAG meets monthly and its members are comprised of representatives of the six consortia lead county and State technical staff. This group has already achieved several successes by facilitating the approach and implementation of program-driven systems changes. Members of the statewide automated project staff also participate in the PAG meetings and have used the group to gather data about the current processing environments in the counties. (See Appendix G—Remaining County Conversions Schedule.)

17. California Child Support Automation System (CCSAS) Project

The California Child Support Automation System (CCSAS) Project mandated by AB 150 (Chapter 479, Statutes of 1999) is being developed in a partnership with the Department and the Franchise Tax Board. Developing the statewide system at the same time the child support program is being restructured presents the

unique opportunity to construct an automated system that will more efficiently support the redesigned program. The challenge facing the development of statewide automation is balancing the pressure to implement quickly to avoid sizeable federal penalties with the need to build a system that will support the child support program well into the future. DCSS' focus will be on ensuring the automated system is procured based on business requirements as opposed to just technical specifications, requiring contractors to share in the risk and timely completion. Lessons learned from past automation efforts have been fully integrated into the system development approach and management.

Project Governance and Direction

The CCSAS Project Charter, as mandated by AB 150, was approved by the California Health & Human Services Agency (HHSA), DCSS and FTB in July 2000. The charter defines the roles and responsibilities for oversight and governance as well as the project mission and goals as defined by the child support program stakeholders. The charter also established a CCSAS Executive Steering Committee, comprised of HHSA, DCSS and FTB senior management. The CCSAS Steering Committee meets quarterly. The CCSAS Project Charter is available via the Internet at www.ftb.ca.gov/other/index.htm.

CCSAS Project Mission Statement

One of the first steps in developing the CCSAS Project Charter was to develop a mission statement for the project. Developing a mission statement for the statewide automated system without the benefit of well-defined child support program was a challenge. Using the intent of the reform legislation to enforce statewide uniformity and lessons learned from past automation failures, the charter development team adopted the following mission statement:

The mission of the California Child Support Automation System Project is to create for the State of California a uniform, single statewide system for child support that delivers effective and efficient services to all users and customers of the system.

Statewide Child Support Automation Vision

A joint strategic planning session was held with DCSS and FTB executive teams. The purpose of this session was to develop a common vision for the procurement, development and maintenance of the statewide child support automated system. The DCSS Director shared his vision, goals and priorities for the statewide program and its automation system as a starting point. Using this information as a framework, the following vision statement was developed for the CCSAS Project.

The California Child Support Automated System (CCSAS) will provide federally-certified, state-of-the-art application services to the statewide child support program. CCSAS will provide the opportunity for achieving full statewide program uniformity across

all 58 counties and standard operating procedures, forms and data will be available for the first time in California. The statewide system will automate routine tasks and analyze, prioritize and track caseload activities without human intervention. Case rules will generate notices and forms that are clearly and easily understood and are used consistently across all counties. CCSAS will provide customer access to appropriate information where and when its needed and ensure that information provided is accurate, timely and reliable. CCSAS will provide program efficiencies through appropriate use of automation and must positively impact California's performance on the federal cost-effectiveness measure.

The statewide system will directly interface with all authorized external data sources and based on pre-defined business rules update child support information both centrally and locally. Child support cases will be managed statewide and case-related data made available, shared and reported as appropriate to all counties. Forms and report templates will be created and maintained centrally and made available to print locally "on demand."

CCSAS will be designed with an open architecture that provides long-term flexibility and ease of maintenance. This will ensure California can continue to improve its program performance by having the ability to respond quickly to the frequent federally-mandated program changes and implementing program improvements. The statewide system will be designed to alleviate as much burden as possible from employers, financial institutions and other entities required by law to assist DCSS in administering the child support program.

DCSS and FTB will continue to work together to refine this vision over time.

Project Management Activities

Several other major management activities have been accomplished on the CCSAS Project. Clear lines of communication and co-location with DCSS have been established to ensure DCSS and FTB work as a virtual organization to successfully implement the highly complex project. Formal communication structures have been defined for interaction between the federal Office of Child Support Enforcement, DCSS and FTB. Statewide recruitment for program specialist positions open for county staff is underway to fill program positions dedicated to the CCSAS Project.

The CCSAS Project Management Office (PMO) has been established and consultants hired to support project staff in monitoring schedules and coordinating deliverables. The PMO has also established the project timeline and schedule as well as other deliverables, such as the Project Management Plan. The Quality

Assurance vendor has also been selected with the first deliverable, the quality plan, due in February 2001. The Independent Verification & Validation (IV&V) contract has been awarded and will be administered by the HHSA Data Center.

Procurement Activities

An Invitation to Partner, the first step in the Performance Based Procurement process, was distributed worldwide to the private sector community in September 2000. The vendor qualification process was completed January 15, 2001 with eight vendors qualifying for the Qualified Business Partner Pool for participating in the Child Support Enforcement (CSE) and Conversion Solicitation for Conceptual Proposal (SCP), scheduled for release July 2001. (See Appendix H—CCSAS Business Partner Pool.)

The goal of the vendor qualification process was to identify and include all qualified business partners with the resources needed to successfully implement the highly-complex CSE Project. The qualification criteria included the experience and past performance of the Invitation To Partner respondents, as well as the respondents' ability to provide a Letter of Bondability for \$100 million. Each criterion was evaluated on a "met" or "not met" basis.

The criterion used for qualification were:

- Experience in designing, developing and implementing a large child support enforcement system for more than one hundred thousand state/county child support cases;
- Experience in designing, developing and implementing an application using an n-tier client/server architecture;
- Experience in designing, developing and implementing an on-line transaction processing system with databases over one gigabyte that are accessible by more than one thousand users;
- Experience working in a partnership fashion with client staff/management on a large multi-disciplined project team of more than 100 client/contractor staff;
- Experience in converting data from multiple systems with disparate data structures at multiple sites.

The next major step in the procurement process is the completion of the CSE and Conversion Project Solicitation for Conceptual Proposal (SCP) to be released in July 2001. The SCP replaces the Release For Proposal used in traditional procurement processes in the Performance Based Procurement being used to procure the CCSAS Project. The Procurement Based Procurement process, being led by FTB, was mandated by AB 150 to ensure the single statewide automated system procured and implemented provided the "best value" solution to the State of California, not based on low bid.

Over the next several month's non-confidential discussions with the Qualified Business Partner Pool will be conducted. The purpose of these meetings is to ensure vendors have a clear understanding of how the procurement process will be conducted and that all vendors have the same information available to them in developing their SCP responses. These meetings are intended to be interactive and suggestions for process improvements will be considered. This series of meetings is important in laying the foundation of trust that is critical to the success of the overall procurement process and subsequent implementation.

System Development Activities

Development and prioritization of Automated System Objectives to establish the scope of business analysis was completed. Business analysis sessions with county stakeholders have been completed and the essential data and processing required by program regulations, policies and procedures documented. Logical technical architectures have been defined and communicated. Open architecture standards and design principles for business partner consideration have been included with procurement documents to start laying the foundation of the understanding the vision of the CCSAS Project.

Change control and issue resolution processes have been established in both FTB and DCSS and they are closely coordinated and managed by shared staff. DCSS has dedicated the Child Support Services Deputy Director, Edwina Young, as a senior program consultant to the CCSAS Project efforts. Edwina serves as the first point of contact for policy issues generated by CCSAS Project activities and assists DCSS and FTB in understanding the impact to local programs based on policy decisions. Together with the DCSS Statewide Consulting Unit, Edwina assists FTB analysts in understanding how to frame the issues, formulating recommendations, and assessing the priority and complexity of the issue raised. Edwina also serves as a consultant to and liaison with the DCSS Issue Management Team and the CCSAS issue resolution process. Ms. Young also serves as the senior consultant to the PRISM Advisory Group (PAG).

Communication Management

There is some pressure to implement the statewide system as federal penalties accrue and stakeholders expect quick results. The DCSS Leadership Team, in partnership with FTB and OCSE, are committed to ensuring delivery of the best possible automation solution for California's restructured child support program. The risks are high and the program is complex and continuously changing. The CCSAS Project and its inter-relationship to all other child support program and automation initiatives must be properly managed. The DCSS executive team must be thoughtful in its program policy decision-making and ensure that the statewide system safeguards the program's mission to serve California's children first.

A Joint Coordination Team was established in June 2000 comprised of the senior management team members from both DCSS and FTB. The Joint Coordination Team meets every three weeks and serves as a communication forum and

resolution setting for cross program and automation issues. This team has proven to be highly successful in facilitating joint decision making and establishing communication and decision-making structures for how the CCSAS Project will be managed jointly over the next five years.

The Joint Coordination Team has also established a formal communication structure between California and OCSE representatives at both the regional and central office organizations. Videoconference calls are conducted monthly to perform formal status reviews on California child support program and automation activities. Quarterly, face-to-face meetings are conducted to do more detailed review of project schedules, deliverables, and procurement and certification issues. These meetings are conducted from a jointly developed agenda, facilitated, and documented to ensure all interested parties have the opportunity to participate and/or learn meeting outcomes.

18. New Projects on the Horizon

Several other efforts are in the early stages of development and will become focus areas of attention in the immediate future for DCSS. These efforts are designed to assist the state in the assessment and improvement of program performance at the local levels.

Management Review/Performance Enhancement

As the state's largest county, the child support program in Los Angeles can have a significant affect on the state's performance as a whole on each of the five federal performance indicators. As part of state efforts to improve performance in general, as well as to ensure that the Los Angeles county child support program has the opportunity to maximize the enhancement of program performance as a result of the transition into the new local child support agency, DCSS will obtain contract services for a thorough management and program performance review of the current county program. Based on this review, it is anticipated recommendations will be made which will result in improved performance, benefiting both the clients in Los Angeles County as well as statewide performance in general.

In addition, DCSS will obtain contract services for a separate performance enhancement review that will examine methods and best practices focused on increasing California's performance in each of the five performance indicators. This review will focus on national best practices, how they relate to California business models, and will include a review of selected counties (large, medium and small) as a means to determine what practices are currently affecting performance and how best to change them. For both of these reviews, DCSS will seek professional expertise of the highest degree related to child support program operations.

CONCLUSION

DCSS has made great strides in its first year of operation in developing the restructured California child support program. The challenges are many but DCSS is well underway in meeting its mandates and establishing the vision for California's child support program. DCSS is committed to implementing the best child support program in the nation—a program that becomes a model for serving children and supporting family self-sufficiency.

APPENDICES

Appendix A. Organizational Design & Executive Team Biographies

Appendix B. County Administrative Transition Schedule

Appendix C. Collectibility Study—Performance Measures Summary Charts

Appendix D. Collectibility Study—Preliminary Arrearages Findings

Appendix E. Performance Measures Adopted by DCSS

Appendix F. Remaining County Interim Systems Conversion Schedule

Appendix G. CCSAS Qualified Business Partner Pool

Appendix A – Organization Description & Executive Team Biographies

Organization Description

The following provides a brief description of the organizational entities established effective September 1, 2000.

Director and Chief Deputy Director

The Directorate consists of the Director and Chief Deputy Director. The Director is responsible for the development, implementation, and maintenance of the statewide child support program and ensuring the Department's mission to serve California's children is met. The Chief Deputy Director is primarily responsible for the day-to-day internal operations of DCSS and ensuring that the required responsibilities are successfully performed.

Office of Research & Program Design

The mission of the *Office of Research and Program Design* is to develop, evaluate, and support innovative projects and practices that enhance child support operations throughout the State. The office performs research activities that evaluate best practices, seeks grants and other funding opportunities to test program improvements, and assesses performance of the child support program through collection and analysis of data. The office provides quality assurance for reports and documents published by the department to ensure consistency and data accuracy in reporting. The office also manages all child support demonstration projects, evaluates project results, and makes recommendations for child support program implementation. This includes collaboration projects with other organizations interested in exploring potential program improvements. This is a new statewide function that has been staffed with professional researchers and analysts.

Office of Legal Services

The *Office of Legal Services* is responsible for providing litigation support and administrative appeals, other legal services and conducting special investigations for the Department, including providing legal representation in personnel matters and consultation to DCSS staff on the development of policies, practices, and regulations. The office is also responsible for coordinating and monitoring child support litigation throughout the State.

Office of Strategic Planning

The *Office of Strategic Planning* is responsible for facilitating strategic business and information technology planning activities throughout DCSS. This includes establishing and maintaining structured processes for monitoring and evaluating progress toward reaching the program's strategic goals. In addition, the office is responsible for assisting Divisions/Sections in developing their operational business plans.

Appendix A – Organization Description & Executive Team Biographies

Office of Legislative Services

The *Office of Legislative Services* is responsible for planning, coordinating and implementing the department's legislative program. This includes recommending positions on proposed legislation and representing the Department's position on state and federal legislation, promoting the department's legislative proposals, and serving as a liaison between the Department and the Legislature.

Office of Public Affairs

The *Office of Public Affairs* is responsible for all interaction with the media on the Department's behalf. The Chief serves as Public Information Officer (PIO) and is responsible for tracking news articles and other publications on child support issues, coordination and review of outreach and education activities, reviewing documents for publication, and developing innovative methods and materials for generating child support awareness.

Child Support Services Division

The *Child Support Services Division* is the heart of the Department and is responsible for child support program policy, operations, support and services. The division consists of three inter-related branches structured to support the delivery of services in a consistent, efficient and effective manner in every county throughout the State. The division also provides program policy-level direction to the statewide automation system development activities. This division provides functional responsibility, leadership and guidance for the development and implementation of the new regional offices established to help administer the restructured statewide child support program.

The Child Support Services Division is comprised of three branches and two individual sections. The Statewide Consulting Section is responsible for providing policy and operational support and analysis to the CCSAS Project. The Regional Support Unit will provide assistance and support to the Regional Administrators in the Southern Region. The three branches include:

- Policy Branch
- Customer & Community Services Branch
- County Support Branch.

Regional Administrators

Six Regional Administrator positions have been established. The role of the Regional Administrator is to provide onsite support to the local child support agencies, County Administrators, and Boards of Supervisors through policy level technical assistance, performance assessment and uniform service delivery consistent with the statewide standards established by the DCSS.

Appendix A – Organization Description & Executive Team Biographies

Regional Map



Figure 1 Regional Administrator Assignments

Appendix A – Organization Description & Executive Team Biographies

Northern California Regions

The Northern California Regions includes the following counties:

<u>REGION 1</u>	<u>REGION 2</u>	<u>REGION 3</u>	<u>REGION 4</u>
Butte	Alameda	Alpine	Fresno
Colusa	Contra Costa	Amador	Kings
Del Norte	Marin	Calaveras	Merced
Glenn	Napa	El Dorado	Monterey
Humboldt	San Francisco	Inyo	Sacramento
Lake	San Mateo	Madera	San Benito
Lassen	Santa Clara	Mariposa	San Joaquin
Mendocino	Santa Cruz	Mono	Stanislaus
Modoc	Solano	Nevada	Tulare
Plumas	Sonoma	Placer	Merced
Shasta		Sierra	Monterey
Siskiyou		Tuolumne	
Sutter			
Tehama			
Trinity			
Yolo			
Yuba			

Southern California Regions

The Southern California Regions includes the following counties:

<u>REGION 5</u>	<u>REGION 6</u>
Imperial	Los Angeles
Kern	Orange
Riverside	San Diego
San Bernardino	
San Luis Obispo	
Santa Barbara	
Ventura	

Northern area administrators have been selected and will be stationed initially at the DCSS Sacramento office. Recruitment and selection for Southern Regional Administrators is scheduled to be completed by Spring 2001. Southern Regional Administrators will be stationed in southern California with a small complement of support staff.

Appendix A – Organization Description & Executive Team Biographies

Administrative Services Division

The *Administrative Services Division* is responsible for providing financial, personnel, and business services for DCSS. These responsibilities include, but are not limited to, financial management, budgeting and accounting, personnel examinations, labor relations, contracts, and business services functions. The Administrative Services Division is comprised of the following two branches:

- Financial Services Branch
- Administrative Resources Branch.

Technology Services Division

The *Technology Services Division* is responsible for providing information technology services and products in support of DCSS programs and automation projects. The Technology Services Division provides the technical infrastructure that supports the Department's local and wide area network services, personal computer installation and maintenance, and HELP Desk services. The Division is responsible for the conversion, maintenance and management of the six federally approved consortia systems that support the child support program until the statewide system is implemented. The Technology Services Division is comprised of the following three branches and two sections:

- Pre-Statewide Interim Systems Management (PRISM) Branch
- Systems Support Branch
- Automation Approvals/Departmental Automation Branch
- Application Support Section
- IT Infrastructure Section.

Executive Team Members

The executive team consists of people who have been selected based on their individual knowledge, skills, abilities, prior experience and strong leadership strengths. The executive team members together bring the necessary leadership to ensure the restructured child support program and statewide automated system are implemented successfully.

Director

On February 10, 2000 the Governor appointed the first Director of DCSS, Curtis L. Child. Previously, Mr. Child served as the Principal Consultant to the Assembly Human Services Committee, a position he held since 1997. In that position he assisted in crafting California's welfare and child support reform legislation. Prior to his appointment, Mr. Child was an attorney with various legal aid organizations where he litigated and advocated on child support, public benefits and health care issues. He also served as project director for the Child Support Assurance Project and on the Board of Trustees for the Association for Children for the Enforcement

Appendix A – Organization Description & Executive Team Biographies

of Support (ACES). He is a member of the California and Utah State Bar Associations.

Chief Deputy Director

The Governor appointed Chief Deputy Director Carole A. Hood in May 2000. Ms. Hood brings to the position many years of experience and expertise in children and family issues. As Chief Executive Officer of the California Alliance of Child and Family Services, Ms. Hood headed one of the largest non-profit organizations for children and family services in California. Prior to that position, Ms. Hood had 22 years of experience in State government, including serving as Chief Deputy Director of the Departments of Mental Health, Social Services (DSS) and Developmental Services. Ms. Hood also served as Deputy Secretary of the California Health and Human Services Agency (formerly Health and Welfare Agency) and Interim Director for the Department of Alcohol and Drug Program.

Deputy Director, Child Support Services Division

The Governor appointed Edwina Young as Deputy Director, Child Support Services Division in May 2000. Ms. Young has 35 years of experience working in child support services. Before joining DCSS, Ms. Young served as the Director of the City and County of San Francisco District Attorney Family Support Bureau and Director of the Local Child Support Program since 1986. Ms. Young also served as regional representative for the Federal Office of Child Support Enforcement and administrator for the Los Angeles County Bureau of Child Support Operations. Ms. Young is known and respected throughout the nationwide child support community for her commitment to the child support program and children.

Deputy Director, Administrative Services Division

The Director appointed George Peacher as Deputy Director, Administrative Services Division in April 2000. Mr. Peacher brings over 25 years of experience in state government to this position. Mr. Peacher has a strong background in the application of fiscal policy as it relates to county government, including the development and application of government cost allocation principles. His most recent assignment before joining DCSS was Chief of the California Department of Social Services (CDSS) Fiscal Systems and Accounting Branch. As part of that assignment, he was instrumental in laying the groundwork for the new funding structure for the local child support agencies.

Assistant Director, Office of Research & Program Design

Leora Gershenzon, appointed by the Governor on July 2000, comes to DCSS with a long history of experience as a child support advocate. She previously served as the directing attorney of the child support project for the National Center for Youth Law where she managed projects to improve child support enforcement in California. Ms. Gershenzon was an early supporter of the child support reform legislation that created DCSS and has worked closely with the child support program for the last eight years. Ms. Gershenzon is a member of the California

Appendix A – Organization Description & Executive Team Biographies

Bar Association and brings to her position expertise on the laws, policies, and regulations that govern the California child support program.

Assistant Director, Office of Strategic Planning

Joan Obert, Assistant Director, Office of Strategic Planning, has 22 years of experience with California state government. Ms. Obert began her career at the Legislative Counsel Bureau/Legislative Data Center before transferring to the FTB. Prior to assuming her DCSS position, Ms. Obert led the FTB Office of Corporate Planning where she developed structured strategic business, IT and operational planning processes for the department that included performance outcomes and measures. Ms. Obert has led numerous customer service, process analysis, and workflow redesign workshops. She has many years of experience in leading teams and facilitating communication and collaboration between individuals with diverse backgrounds and interests.

Appendix B – County Administrative Transition Schedule

County	Anticipated Transition Date	Must be Completed No Later Than	Caseload	
			Per County	Per Phase
Phase 1 – Pioneer				
Alpine	12/15/00	Completed	169	275,270
Colusa	12/01/00	Completed	1,059	
Contra Costa	12/31/00	Completed	58,570	
Nevada	12/31/00	Completed	5,407	
Placer	12/16/00	Completed	12,162	
Riverside	12/01/00	Completed	128,484	
San Francisco	10/19/00	Completed	29,724	
Santa Barbara	12/22/00	Completed	18,387	
Santa Cruz	12/23/00	Completed	10,177	
Sierra ¹	12/31/00	Completed	205	
Yuba	12/15/00	Completed	10,926	
Phase 2				
Butte	06/30/01	12/31/2001	19,890	1,036,352
El Dorado	06/30/01	12/31/2001	9,234	
Inyo	06/30/01	12/31/2001	1,856	
Kern	12/31/01	12/31/2001	55,562	
Los Angeles	06/30/01	12/31/2001	532,617	
Mariposa	06/30/01	12/31/2001	1,013	
Mendocino	06/30/01	12/31/2001	6,173	
Mono	06/30/01	12/31/2001	574	
Monterey	06/30/01	12/31/2001	22,560	
Plumas	06/30/01	12/31/2001	1,644	
San Benito	06/30/01	12/31/2001	3,950	
San Bernardino	06/30/01	12/31/2001	172,710	
San Diego	06/30/01	12/31/2001	158,815	
Trinity	06/30/01	12/31/2001	1,324	
Tulare	06/30/01	12/31/2001	44,205	
Tuolumne	06/30/01	12/31/2001	4,225	

¹ Consolidated with Nevada County.

Appendix B – County Administrative Transition Schedule

County	Anticipated Transition Date	Must be Completed No Later Than	Caseload	
			Per County	Per Phase
Phase 3				
Alameda	06/30/02	12/31/2002	58,467	
Amador	06/30/02	12/31/2002	1,947	
Calaveras	06/30/02	12/31/2002	2,589	
Del Norte	06/30/02	12/31/2002	4,593	
Fresno	06/30/02	12/31/2002	71,390	
Glenn	06/30/02	12/31/2002	2,112	
Humboldt	06/30/02	12/31/2002	8,898	
Imperial	06/30/02	12/31/2002	10,932	
Kings	06/30/02	12/31/2002	10,136	
Lake	06/30/02	12/31/2002	7,031	
Lassen	06/30/02	12/31/2002	1,890	
Madera	06/30/02	12/31/2002	7,552	
Marin	06/30/02	12/31/2002	4,184	
Merced	06/30/02	12/31/2002	16,923	
Modoc	06/30/02	12/31/2002	1,144	
Napa	06/30/02	12/31/2002	5,452	
Orange	06/30/02	12/31/2002	106,099	
Sacramento	06/30/02	12/31/2002	78,182	
San Joaquin	06/30/02	12/31/2002	42,259	
San Luis Obispo	06/30/02	12/31/2002	7,906	
San Mateo	06/30/02	12/31/2002	18,106	
Santa Clara	06/30/02	12/31/2002	67,702	
Shasta	06/30/02	12/31/2002	16,946	
Siskiyou	06/30/02	12/31/2002	4,969	
Solano	06/30/02	12/31/2002	26,670	
Sonoma	06/30/02	12/31/2002	21,257	
Stanislaus	06/30/02	12/31/2002	37,533	
Sutter	06/30/02	12/31/2002	8,063	
Tehama	06/30/02	12/31/2002	5,272	
Ventura	06/30/02	12/31/2002	32,238	
Yolo	06/30/02	12/31/2002	13,443	
Total Caseload				701,885
				2,013,507

Appendix C – Collectibility Study Performance Measures Summary Findings

Table 1. County Economic, Demographic, and Social Characteristics

Economic Characteristics

Unemployment Rate 1999
Percent of Population that is Employed 1999
Per Capita Income 1997
Average Earnings 1998
Median Income 1997
County Government Tax Collected per Capita 1996-1997
County Government Tax Collected per \$1000 Income 1996-97
Total Adjusted Gross Income 1997
Fair Market Rent 1998
Percent of Labor Force Employed In Agriculture 1999

Demographic Characteristics

Total Population 1999
Number of Children 1999

Social Problems Characteristics

Per Capita Incarceration 1998
Child Poverty Rate 1995
Infant Mortality Rate per 1,000 Births 1997
Percent of Children Receiving TANF 1998
Teen Birth Rate per 1000 Births 1997
High School Drop Out Rate 1997-98

Other

Military Strength per Capita
Miles from the Mexican-US Border

Appendix C – Collectibility Study Performance Measures Summary Findings

Table 2. Correlation Coefficients between Child Support Performance Measures

	Collection Rate	Support Orders	Paying toward Arrears	Paternity Establishment	Cost Effectiveness	Percent Collected	Average Collected	Percent Summons	Support Establish1999
<i>Federal Performance Measures</i>									
Collections Rate	1.00		-	-	-	-	-	-	-
Support Orders	.19	1.00	-	-	-	-	-	-	-
Paying Arrears	.03	.12	1.00	-	-	-	-	-	-
Paternity Establishment	.19	-.09	-.33	1.00	-	-	-	-	-
Cost-Effectiveness	-.01	.18	-.05	.15	1.00	-	-	-	-
<i>State Performance Measures</i>									
Percent Cases Collected	<u>.42</u>	.76	.34	-.08	.17	1.00	-	-	-
Average Collection	.30	.16	-.15	-.16	.02	.11	1.00	-	-
Percent Summons	.01	<u>.60</u>	.21	-.11	.12	<u>.53</u>	-.10	1.00	-
Support Establish (1999)	-.05	<u>.45</u>	.16	-.08	.20	.31	-.05	.80	1.00
Arrears Orders	.21	.76	-.08	-.12	.02	.80	.14	<u>.43</u>	.03

Appendix C – Collectibility Study Performance Measures Summary Findings

Table 3. Correlation Coefficients Between Child Support Performance Measures and County Characteristics

Performance Measures (FFY 1999)	County Characteristics				
	County Population 1/1/99	Unemployment Rate 1999	Per Capita Income 1997	Percent of Children in Poverty	Teen Birth Rate 1997
Federal Performance Measures					
Collections Rate	<u>-.32</u>	-.05	.19	<u>-.38</u>	<u>-.32</u>
Percent of Cases w/ Support	-.23	.03	.05	-.15	-.27
Percent of Arrears Cases	.20	.05	.05	-.04	.12
Paternity Establishment	-.11	.22	-.22	.21	.09
Cost Effectiveness	.02	.14	-.23	.11	.21
Additional State Performance Measures					
Percent of Cases with Collection	-.22	-.02	.06	<u>-.32</u>	<u>-.30</u>
Average Collection	-.09	<u>-.33</u>	.54	-.50	<u>-.32</u>
Rate Served Summons	-.14	.18	-.19	-.01	-.02
Rate of Support Orders Est. in	.05	.25	-.13	.12	.12
Percent of Cases w/ Arrears Orders	-.48	-.02	.00	<u>-.30</u>	<u>-.38</u>

Appendix D – Collectibility Study Preliminary Arrearages Findings

Table 1. Characteristics of California's Child Support Debtors (March 2000)

Number of Individuals	834,908
Total Debt	\$14.4 Billion
Average Debt	\$17,288
Median Debt	\$9,621

Source: DCSS Integrated Data Base

Table 2. Percent of Debtors and Debt Held, by Debt Amount

Debt Bracket	Percent of Debtors	Percent of Debt
\$0-\$1,000	12%	0%
\$1,001-\$5,000	22%	4%
\$5,001-\$10,000	17%	7%
\$10,001-\$20,000	20%	17%
\$20,001-\$40,000	17%	27%
\$40,001-\$100,000	10%	34%
\$100,001+	1%	11%

Source: DCSS Integrated Data Base

Appendix D – Collectibility Study Preliminary Arrearages Findings

Table 3. Number of Debtors and Amount of Debt Held by Debtors by Data Sources

	Number of Debtors/(%)	Amount of Debt/(%)
Available EDD Data		
EDD Data (any year)	511,769 (61.3%)	\$7,815,921,199 (54.2%)
Of Those Without EDD Data, Other Sources of Income Data		
State Tax Return Data (any year)	29,661 (3.6%)	\$485,831,682 (3.4%)
Other FTB Data but no Tax Data (Wage Master File)	34,297 (4.1%)	\$633,021,487 (4.4%)
Of Those with No EDD Data or other Income Data, Other Sources of Data		
FIDM Data	17,336 (2.1%)	\$399,079,233 (2.8%)
Death Recorded and No FIDM Data	66 (0.0%)	\$2,167,624 (0.0%)
In Prison or CYA, and no Death Recorded	8,668 (1.0%)	\$205,584,568 (1.4%)
Those in at Least One Administrative Data Set	601,818 (72.1%)	\$9,787,524,706 (66.1%)
No Available Data, By Residence		
CA Resident	118,688 (14.2%)	\$2,754,540,244 (19.1%)
Non-CA Resident	114,401 (13.7%)	\$2,137,843,307 (14.8%)

Source: DCSS, Integrated Data Base; FTB, all other data.

Appendix E—Performance Measures Adopted by DCSS

Family Code Section 17602 required DCSS to adopt performance standards effective January 1, 2001, in consultation with local child support agencies and child support advocates. In accordance with that section, the performance standards outlined in Family Code Section 17602 (a) are adopted as the state performance measures for the restructured California child support program. In addition, the federal performance measures outlined in Section 458 (A) of the Social Security Act are also being adopted. The performance standards will be put into regulations effective July 1, 2001.

The performance standards adopted by DCSS are outlined below. The first five are the federal measures and will be reported annually as of September 30th of each year. The remaining nine are state measures and will be reported quarterly.

Federal Measures – Annual Reporting

1. Paternity establishment percentage

The “IV-D Paternity Establishment Percentage” measures the ratio of the total number of children in the IV-D caseload who have been born out-of-wedlock and for whom paternity has been established or acknowledged.

Paternity established or acknowledged includes voluntary acknowledgments (in California, POP declarations) and all types of orders, including court and administrative orders. Paternity can only be counted once, by either an acknowledgment or by an order.

2. Percent of cases with a child support order

This performance standard measures cases with support orders as compared with the total caseload. Support orders are broadly defined as all legally enforceable orders, including orders for health insurance, and zero support orders.

3. Current collections performance

This performance standard measures the amount of current support collected as compared to the total amount owed, expressed as a percentage.

4. Arrearage collections performance

This performance standard measures cases with child support arrearage collections as compared with cases owing arrearages.

Former Assistance cases, if some past-due support was owed to the family at the time of the collection, the case is only counted if some of the collection (regardless

Appendix E—Performance Measures Adopted by DCSS

of source) was applied to past-due support and paid to the family. If no past due support was owed to the family at the time of the collection, the case is counted if the collection, regardless of source, was retained by the state.

5. Cost-effectiveness performance level

This performance standard measures the total amount of distributed collections compared to the total amount of expenditures for the fiscal year.

State Measures – Quarterly Reporting

1. Percent of cases with a court order for current support.

This performance standard measures the ratio of cases that have an order for current support established. This measure will not include medically needy only cases.

2. Percent of cases with collections for current support

This performance standard measures the ratio of cases in which at least one payment for current support has been collected during the reporting period as compared with cases due current support.

3. Average amount collected per case for all cases with collections

This performance standard measures the collections on a per case basis. This will be a reflection of the average collection for cases receiving some collections in the reporting period.

4. Percent of cases with an order for arrears

This performance standard measures the percentage of the cases within the caseload with arrears due. This measure excludes medically needy only cases.

5. Percent of cases with arrears collections

This performance standard measures the number of cases with child support arrearage collections as compared with cases owing arrearages.

Former Assistance cases, if some past-due support was owed to the family at the time of the collection, the case is counted only if some of the collection regardless of source was applied to past-due support and paid to the family. If no past due support was owed to the family at the time of the collection, the case is counted if the collection, regardless of source, was retained by the state.

Appendix E—Performance Measures Adopted by DCSS

This measure is identical to federal measure number four above, but will be tracked quarterly by the state.

6. Percent of alleged fathers or obligors who were served with a summons and complaint to establish paternity or a support order during the period.

This performance standard measures the total number of summons and complaints served for cases requiring services to establish paternity and/or a support order.

7. Percent of children for whom paternity has been established during the period

This performance standard measures the ratio of the total number of children in the caseload who have been born out-of-wedlock and for whom paternity has been established or acknowledged in the reporting period.

8. Percent of cases that had a support order established during the period

This performance standard measures the percentage of cases that had an order for support established during the reporting period as compared with the cases needing an order established.

9. Total child support dollars collected per \$1.00 of total expenditure.

This measure compares the total amount of distributed collections to the total amount of expenditures for the fiscal year.

This measure is identical to federal measure number five above, but will be tracked quarterly by the state.

**Appendix F—Remaining County Interim Systems
Conversions Schedule**

<i>County</i>	<i>Consortia System</i>	<i>Conversion Date</i>
Yolo	KIDZ	February 2001
Yuba	KIDZ	April 2001
Humboldt	CASES	May 2001
Madera	CASES	May 2001
El Dorado	CASES	September 2001
Tehama	CASES	September 2001
Orange	ARS	September 2001
Fresno	STAR/KIDZ	November 2001
San Diego	ARS	February 2002

Appendix G—CCSAS Qualified Business Partner Pool

The CCSAS Project Partner Qualification Team announced the qualification of the following firms to participate as business partners for the Child Support Enforcement component of CCSAS:

- Deloitte Consulting
- Electronic Data Systems (lead partner with CBSI and Natoma Technologies)
- IBM (lead partner with American Management Systems, Inc. (AMS), and Accenture (formerly Andersen Consulting))
- Lockheed-Martin
- TRW Systems & Information Technology Group
- Unisys Corporation (lead partner with MAXIMUS, Informatix, Certified Systems Inc., Endeavor Systems Consultants, and Revenue Solutions Incorporated.)